



Building Customer Service Into Local Government

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ICMA 311/CRM Technical Assistance Services

Key Questions to Answer

- What should excellent customer service look like in local government?
- What kind of customer service experiences do you want residents to have with your local government?

Differences Between Customer Service in Local Government and Private Sector

*If we do not lay out ourselves in the service of
mankind whom should we serve?*

- John Adams

Customer Service & Local Government

Book titles from Amazon.com

- *Exceptional Service, Exceptional Profits*
- *Be Our Guest*
- *The Nordstrom Way to Customer Service Excellence*
- *The Wonderful World of Customer Service at Disney*
- *Selling Luxury*

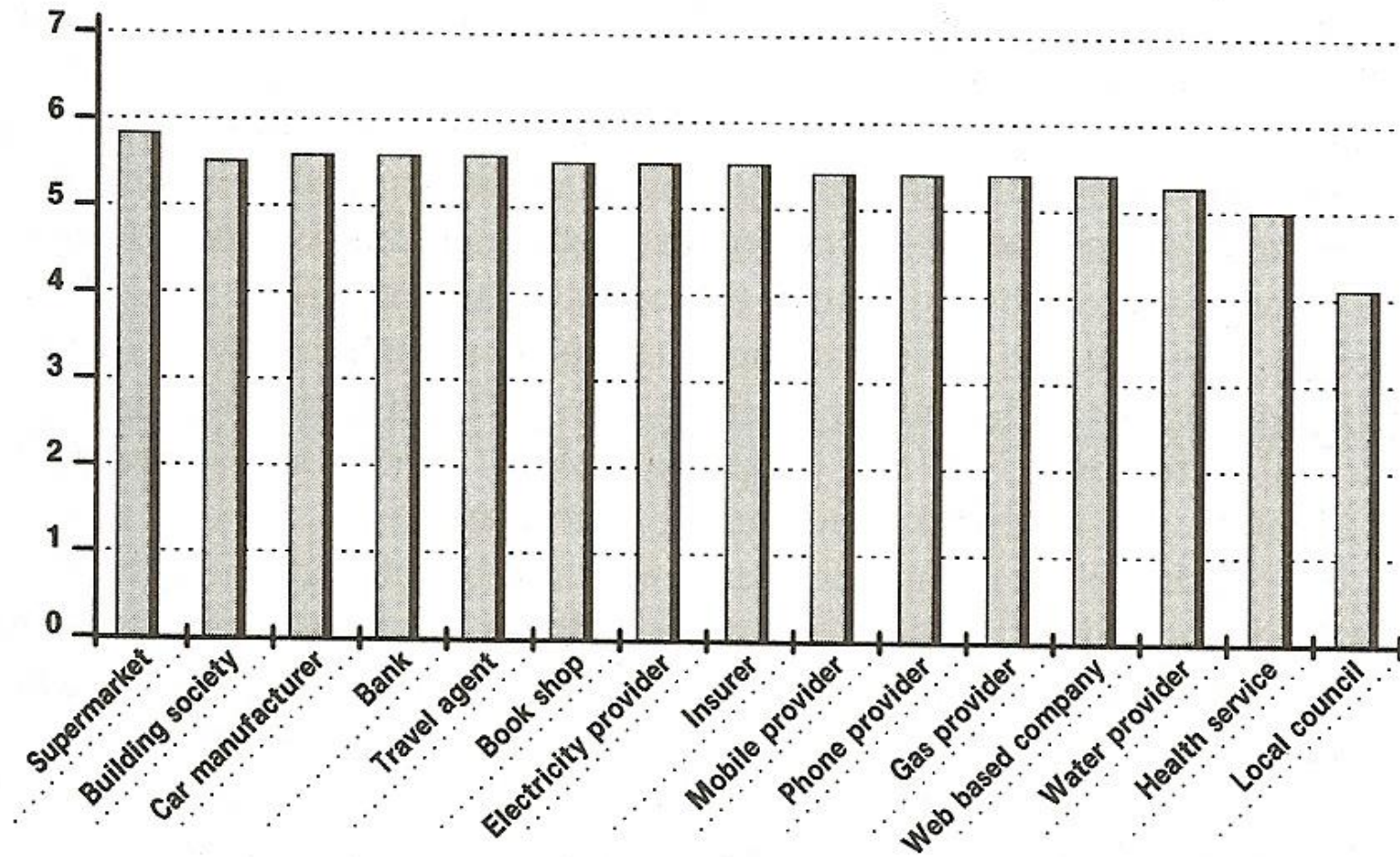
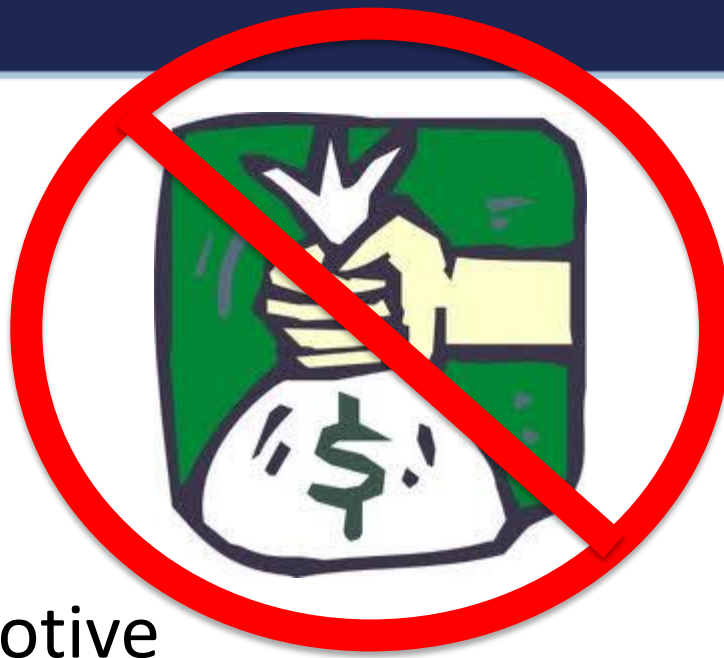


Figure 1.1 Average total customer experience score by industry.
Building Great Customer Experiences by Colin Shaw and John Ivens

What are key differences between customer service in local government and business?





- No profit motive
- Little-no flexibility in customer service level or pricing
- Equity in service delivery



Stay FOCUSED on your TARGET.



- Diverse “target market”
- Customer service = citizen engagement

- Community = Home + Family
- Not easy to relocate



All local government employees are part of the customer service experience.



Excellence in local government customer service translates into:

- Greater public confidence & trust
- Support for budgets, zoning changes or other new local government initiatives
- Positive image for community

Customer Service Poll

Does your local government have?

- Customer Bill of Rights
- Customer Service Policy
- Interview Questions about Customer Service
- Regular Customer Service Training
- Customer Service on Agenda at Staff Mtgs.
- Recognition for Exceptional Customer Service

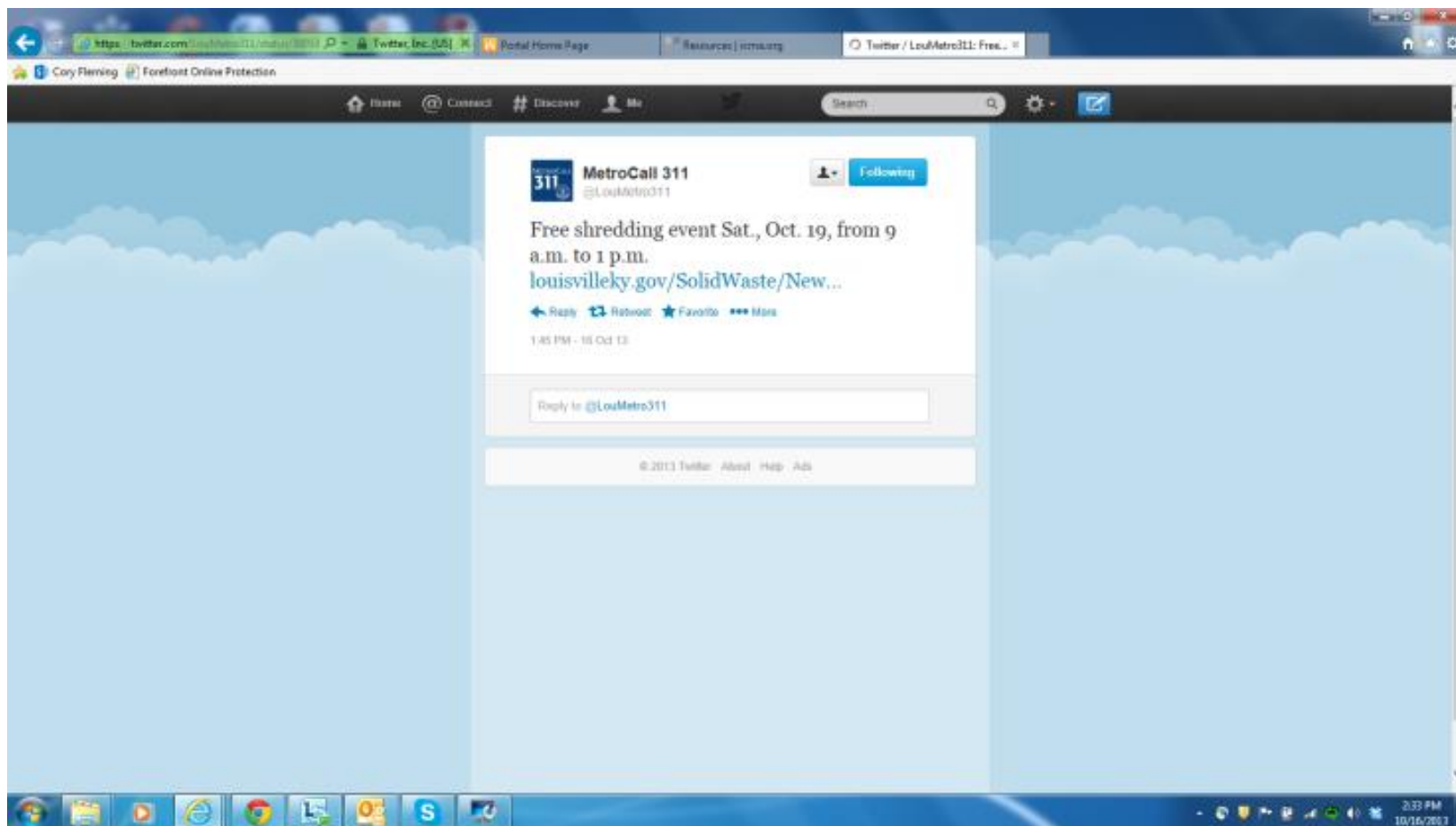
Local Govt Customer Service Programs

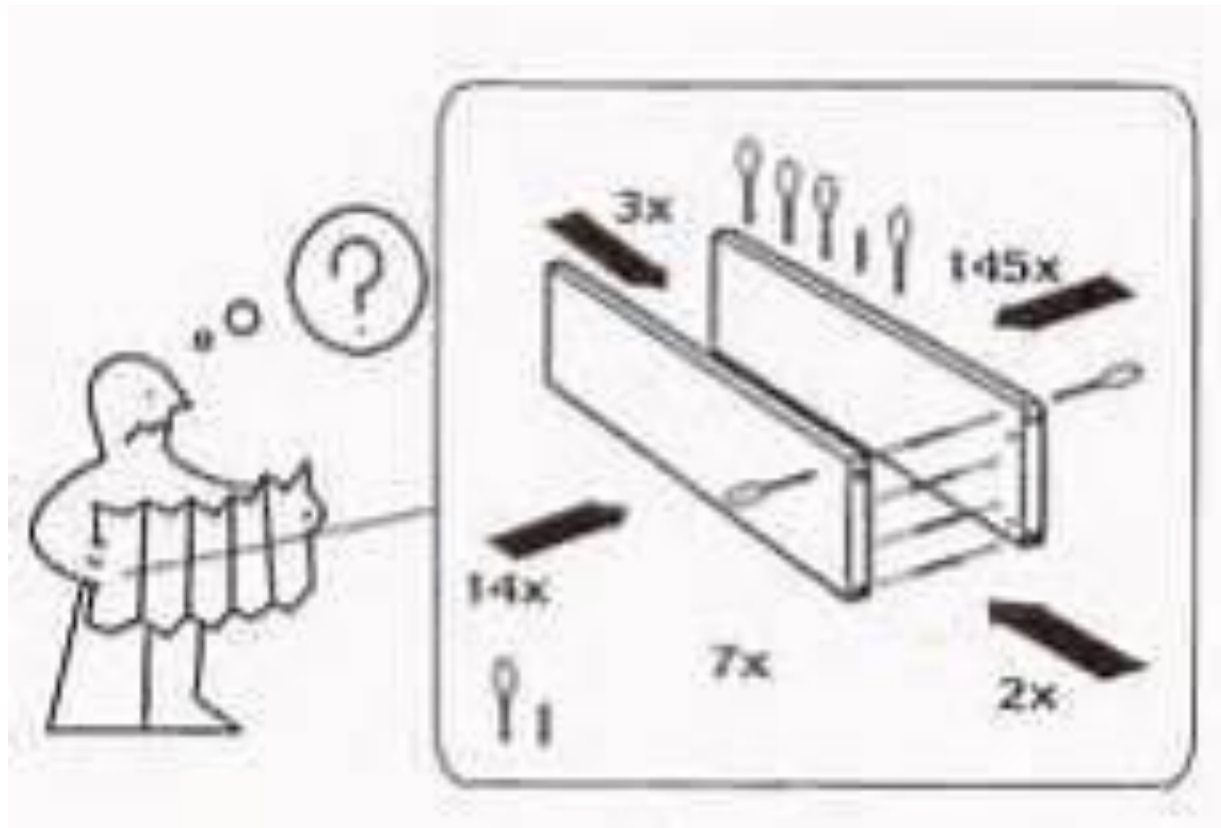
- *Durham, NC – Customer Bill of Rights*
- *Mansfield, CT – Customer Service Policy*
- *Rowlett, TX – SMILE Training Program*

Misc. Tips

Exceed customer expectations.







Keep it simple

Which is easier to read?

- Now is the time for all good men to come to the aid of their country.
- *Now is the time for all good men to come to the aid of their country.*

Check your signs



Leadership for Customer Service

As I grow older I pay less attention to what men say. I just watch what they do.

- Andrew Carnegie

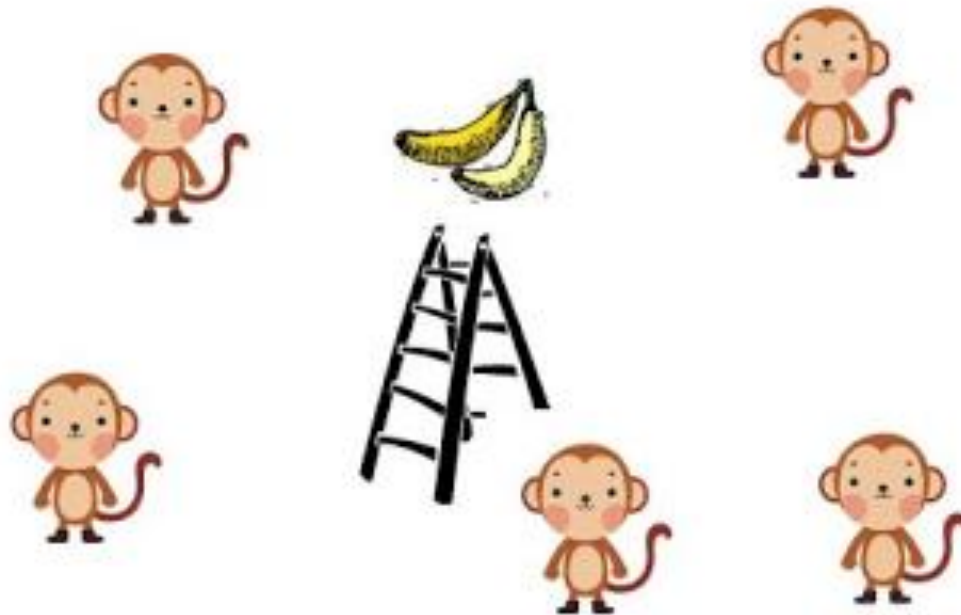
Leadership & Customer Service

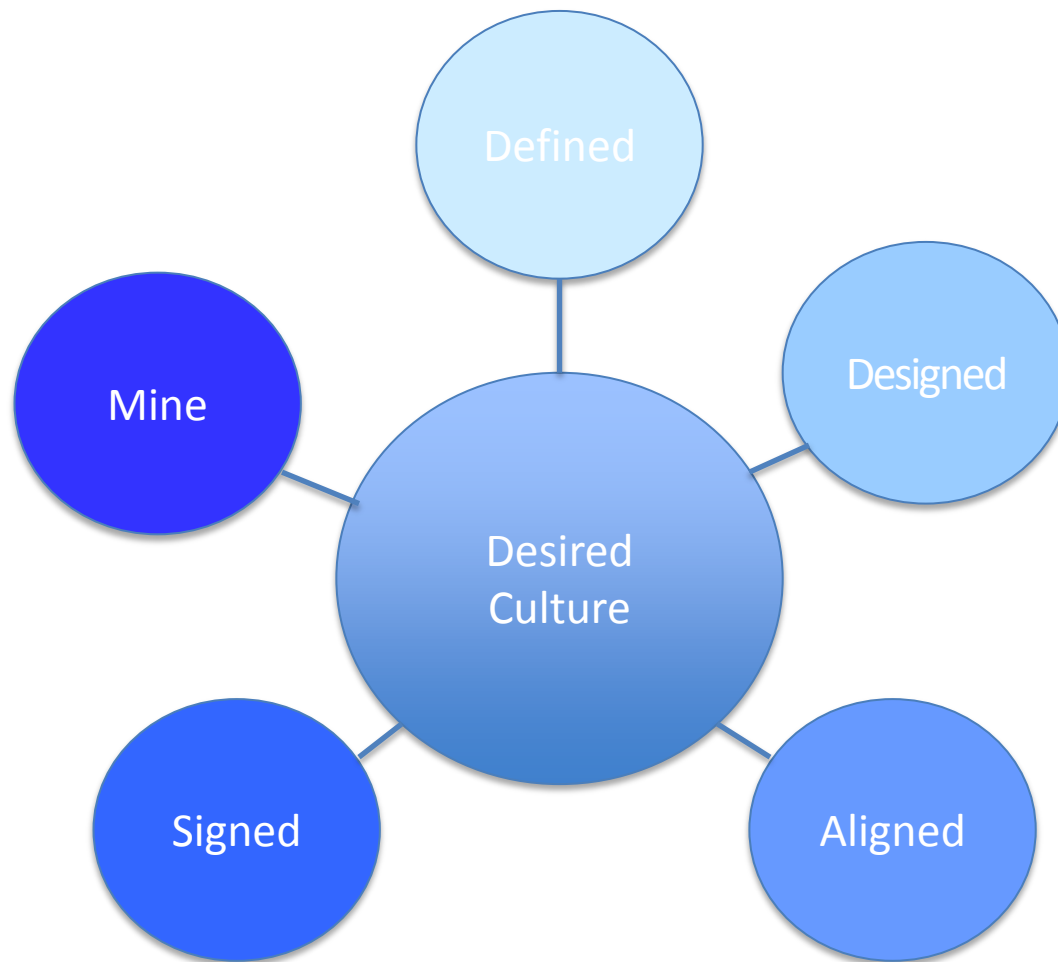
- Employees look to see how leaders react to and work with customers.
- Customer contact – How often do leaders have contact with customers? Virgin Atlantic & Amazon
- Assigned priority – Is customer service discussed during meetings? Where is it on the agenda?

Leadership & Customer Service

- Does your organizational culture support an excellent customer service experience?
- Humans are social creatures, so it's important for individuals to fit into an organization's culture.
- Cultures tend to be self-perpetuating. Change takes considerable effort.

Organizational Culture





Internal Customer Service

*Alone we can do so little.
Together we can do so much.*

-Helen Keller

Internal Customer Service

- Who are your internal customers?
- What are your “moments of contacts” with those customers? When and how do you connect with others?
- Are your internal business processes working? When was the last time your organization took a look at your business processes?

Internal Customer Service

- Design your business processes from the outside in, not the inside out.
- Consider what works best for the greatest number of people, not just the individual or one department.
- Look for “cow paths.”



Internal Customer Service

- Be clear about the customer service experience you are trying to deliver – internally and externally.
- Happy people give you happy customers.

Measuring Performance for Customer Service

DISCUSSION QUESTION

- How do you know when you've given great customer service?

Measuring Performance for Customer Service

- Organizational Knowledge Tests
- “Secret Shopper” Evaluations
- Customer Service Recognition Program
- Citizen Satisfaction Surveys

www.icma.org/311assistance

The screenshot shows a web browser window with the URL www.icma.org/en/results/sustainable_communities/project_focus_areas/current_projects/technical_assistance. The browser's address bar and tabs are visible at the top. The website header includes the ICMA logo and navigation links for ICMA, UNIVERSITY, PRESS, RESULTS NETWORKS, and INTERNATIONAL. A search bar is located on the right side of the header. The main content area is titled "Center for Sustainable Communities" and features a breadcrumb trail: ICMA Results Networks / Sustainable Communities / Project & Focus Areas / Current Projects / 311/CRM Technical Assistance Services. The page title is "311/CRM Technical Assistance Services". The main text describes ICMA's role in providing technical assistance to communities, mentioning its National Study of 311 and Customer Service Technology. A sidebar on the right lists "Current Projects" including Solar America Communities Outreach Partnership, National Brownfields Conference, Local Government Environmental Assistance Network, and 311/CRM Technical Assistance Services. The bottom section, "OUR SERVICES", lists three services: Building a Business Case for 311/CRM, 311/CRM Readiness Assessment, CRM Gap Analysis (for existing systems), and Visioning & Planning. The browser's taskbar at the bottom shows various application icons and the system clock indicating 9:45 AM on 3/13/2012.

Firefox Portal Home Page ICMA: Leaders at the Core of Better C... GoToMeeting Corporate: My Webinars 311/CRM Technical Assistance Servic... the bachelor

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311/CRM Technical Assistance Services

Through its National Study of 311 and Customer Service Technology, ICMA has established itself as a key research organization and national thought leader on the benefits of centralized customer service systems for local governments. As part of the study, ICMA has worked with communities across the U.S. to identify leading practices in establishing 311/CRM systems since 2006.

Drawing on the experience gained from this national study, ICMA began providing direct technical assistance to communities in 2009. ICMA has also teamed with other independent consultants to provide unbiased advice and guidance on the public investment decisions required for 311/CRM technology.

OUR SERVICES

Local governments can contract with ICMA for customized technical assistance in the following areas:

Building a Business Case for 311/CRM

- 311/CRM Readiness Assessment
- CRM Gap Analysis (for existing systems)
- Visioning & Planning

Current Projects

- Solar America Communities Outreach Partnership
- National Brownfields Conference
- Local Government Environmental Assistance Network
- 311/CRM Technical Assistance Services**
- ICMA National Study of 311 and Customer Service Technology

Customer service is a journey, not a destination. The customer service experience will never be perfect, but it can be excellent.



Questions/Comments?

Additional Information...

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